

Expert Interview IBM, 16-03-2009

Etta Pouw: Recruiter for experienced professionals (as opposed to graduates) since 2005

#### Major steps in recruitment process

- definition of resource needs, profile
- approval for external hire
- choice of medium to reach candidates (e.g. website)\*
- reception of CVs
- selection for interviews\*
- interview with manager
- interview with professional
- sometimes assessment or third interview
- discussion of employment conditions \*

\*involvement of HR manager/recruiter

Ideally, the recruiter is also involved in one or more interviews to get to know the candidate.

#### Types of demands on profile from business management

- level of position (junior, medium, senior)
- knowledge (IT-consultant, business consultant)

#### Issues for negotiation

- salary (recruiter does not decide, but the business): scale is fixed, but grade (trede) is negotiable
- reimbursement lease fine
- reimbursement study clause (studiebeding)
- training that the candidate has committed to
- legal business concerning competition clause (concurrentiebeding): would have to be negotiated about with the previous employer, but IBM does not do this anymore

#### Non-issues

- leave is standard
- childcare is regulated by taxes
- insurance: there are standard collective contracts that people can choose
- shares might be negotiated about on executive level (not sure), certainly not below that
- no promises can be made about any future position
- there is a standard cycle of assessment and certification
- no negotiation with previous employer, a candidate should do that himself

#### Dependencies

- none

### Importance of issues for the candidates

- salary (in particular net salary)
- work-life balance, part-time work
- leave
- a well-informed candidate might ask about pension (not negotiable, but important for making a decision)
- sometimes lease budget (not negotiable, coupled to salary scale)

### Things that candidates do not think about

- competition clause
- sometimes: study costs, lease fine
- their current situation (net salary etc.)

### Candidates

- preparation: they usually come with a list (less complete than that of the recruiter)
- openness: varies, dependent on context and how many options there are, economic situation, market situation
- a closed attitude does not help, but will result in just a yes/no decision

### Ideal preparation of a candidate

- the recruiter and the candidate have met before at the selection, they know each other
- the candidate has given information about his expectations and his current package of employment conditions (and the gap in between)
- the candidate is aware of what he wants, and where his boundaries are
- the candidate knows his current situation (employment conditions such as salary and pension)
- the candidate is aware of other options (BATNA), but they should be real, not just tactics

### Most important aspects for a deal

- candidate: salary and a good fit
- IBM: a good proportion of the profile of the candidate and the package, a long term vision concerning development

### HR manager tasks:

- giving information to the applicant
- building relationship → makes negotiation easier
- not only get the candidate in but also keep them in by ensuring that they will be happy for the coming years (so the negotiation should not be too tough). If this cannot be ensured, then no deal.
- think about the future, and share this with manager
- does this person fit IBM? (the recruiter can warn the business department, but cannot make a selection)

- Manager (from business) gives the recruiter a form with details about function level, salary scale, lease car, reimbursement of internet expenses; recruiter checks whether it fits with the level of employment and with the salary of others in the team and career opportunities (what is the perspective?)
- expectation management is very important for both parties
- advising role to management
- make clear the career perspective

#### Advice to candidates

- the long term is important
- be honest to yourself and to your future employer
- don't only think about the money
- never ever sign a competition clause

#### Foreigners

- '30%-regeling'
- sometimes it is hard to sketch the complete picture instead of only the financial part
- the worth of money
- obligatory insurances: health insurance, third-party insurance (WA)
- registration at the council, getting a burgerservicenummer
- they're not always aware that they have to arrange a lot themselves, that can be disappointing
- the recruiter can tell them everything, but it doesn't always get across
- might be even worse for people from IBM in other countries
- different for assignees/expats

#### Miscellaneous

- there is more negotiation space for experienced professionals than for graduates
- there is no typical deal
- recruiter keeps a realistic perspective, he doesn't offer a lower salary for negotiation purposes
- there is no training for recruiters
- PN could only help the recruiter to prevent rejection on case of too high expectations, by finding out in an early stage
- a candidate can clam up if the salary mentioned is not what he wants to hear
- the market situation is important for career perspective and salary development